



**Capacity Development Plan for the
West and Central African Council for Agricultural
Research and Development (CORAF)**

**Under Global Hunger and Food Security Initiative
For USAID/West Africa**

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Final Draft

Bridge Capacity Development Program
West and Central African Council for Agricultural Research and Development (CORAF)

Table of Contents

Introduction.....	1
Relevance.....	1
Bridge Capacity Development Program.....	4
Goals and Objectives	5
Available Budget.....	5
Timeline.....	7
Program Details.....	8

Introduction

In order to better understand capacity development needs among public and private regional organizations in West Africa, USAID supported an Africa Lead team to conduct institutional assessments and evaluations of key regional organizations supported by the Mission. As follow-on work to the evaluation and institutional capacity assessment of USAID/West Africa partner regional organizations, this document provides a capacity development plan for the West and Central African Council for Agricultural Research and Development (CORAF).

As a next step in the institutional assessment and evaluation process, the team of consultants facilitated working sessions to review and validate report findings and recommendations. A major output of these sessions is the development of a capacity development proposal that comprehensively outlines a high level plan and budget for developing capacity, and more specifically, addressing the report findings.

Relevance

In FY 2011 the Department of State and USAID selected strategic goals and High Priority Performance Goals that are of strategic and budgetary focus. As the third of six strategic goals, 'Promoting Economic Growth and Prosperity' focuses on 2 major areas, climate change and food security. In West Africa where food security and capacity shortages occur within the region, USAID and its implementation partners require innovative and sustainable approaches to implement food security plans. Healthy and robust African regional institutions and civil society are critical to the success of the ECOWAS/CAADP Regional Partnership for Implementation of ECOWAP.

The strategic objective of the USAID/West Africa Agricultural Program is increased food security in West Africa, which is further supported by three intermediate results. Intermediate Result (IR)3.0 *Increased Capacity of Regional Agricultural Sector Actors* serves as a support to IR 1.0 *Improved Agricultural Sustainable Productivity* and IR 2.0 *Increased Regional Trade in Key Agricultural Commodities*. IR 3.0 helps to address critical institutional capacity issues, which prevents partners from adequately addressing food security in the region. This is part of the Mission's commitment to promote African leadership as well as ensure greater sustainability by strengthening African organizations.

Activities described within this Bridge Capacity Development Program align with expected results from IR 3.0 to improve the capacity of regional institutions (e.g., CILSS, ECOWAS, and CORAF). Tasks within this program also directly contribute to Mission performance indicators linked to IR3.0, namely:

- Number of institutions with improved capabilities in areas critical to CAADP's success
- Number of institutions that report increased engagement in CAADP
- Number of institutions/organizations undergoing capacity/competency assessments as a result of USG assistance

- Number of institutions/organizations making significant improvement based on recommendations made via USG supported assessment
- Number of individuals who have received USG supported short term agricultural enabling environment training
- Number of agriculture-related firms benefitting directly from interventions as a result of USG assistance
- Number of individuals who have received USG supported short-term agriculture sector productivity training
- Number of womens' organization/associations assisted as a result of USG interventions
- Number of people trained in monitoring and evaluation with USG assistance
- Number of people trained in research with USG assistance
- Number of people trained in strategic information management with USG assistance
- Number of regional and national government actors trained on climate smart agriculture

The Role of Africa LEAD

Activities promoting capacity development are currently implemented by Sustainable Development Office of the Africa Bureau through a large-scale project called the Africa Leadership Training and Capacity Building Program (AFRICA LEAD). The main purpose of this two-year program is to support the capacity development process of the Comprehensive Africa Agriculture Development Program (CAADP), an Africa-wide effort to instill greater realism, improve prioritization, and build coalitions to improve human resources and reach the goal of annual increases of 6% in agriculture GDP throughout Africa.

The AFRICA LEAD program provides the following four tasks to help Africa scale up food security:

Task 1: Champions for Change Leadership Training Modules 1 & 2

Task 2: Logistical and Financial Support to Support Capacity Development

- a. Africa Lead Agribusiness Leadership
- b. World Food Program Partnership
- c. IFPRI Partnership for Strengthening Agriculture Policy Formulation and Analysis.
- d. NSA "CAADP Dialogue Platforms" Partnership:
- e. Agricultural-Research/Short Courses
- f. Other Regional Training Courses/Workshops

Task 3: Institutional Assessments

Task 4: Develop a Database of Institutions and Training Courses

Linking Institutional Assessment Recommendations

Activities suggested within this Bridge Capacity Development Program also address recommendations from the institutional assessment carried out in March 2011 (that were later

prioritized in September 2011). Table 1.0 below identifies the recommendations areas that are addressed in the Bridge Capacity Development Program.

Table 1.0: Institutional Assessment Recommendation Areas Addressed in the Bridge Capacity Development Program

	Recommendation Areas	Addressed within the Bridge Capacity Development Program
1	Knowledge Management	YES
2	Human Resources Management	YES
3	Scientific and Technical Committee Reform	NO
4	Resource Mobilization	YES
5	Coordination and Decentralization with NARS	YES
6	Monitoring And Evaluation	YES
7	Public Relations and Marketing	NO

Overall, the Bridge Capacity Development Program can be seen as a combination of follow-up activities that respond to recommendations from the assessment while contributing to the performance indicators, intermediate results, and strategic objective of the USAID/WA Agriculture Program Office.

Bridge Capacity Development Program

Given CORAF' various management and technological needs, we recommend a series of interventions across one-year from March 2012 to March 2013. Elements of the program directly tie to AFRICA LEAD tasks and sub-tasks that are currently supporting the capacity development process of CAADP.

The Bridge Capacity Development Program is comprised of five action areas stemming from the three original tasks of AFRICA LEAD as outlined in Table 2.0 below. The Program Details section and appendices offer specific activity and costing information.

Table 2.0 Crosswalk of AFRICA LEAD Tasks to the Bridge Capacity Development Program

	AFRICA LEAD Tasks	Bridge Capacity Development Action Areas
1)	Task 1: Champions for Change Leadership Training (Modules 1 & 2)	<ul style="list-style-type: none"> Module 2 identified for select regional partners (e.g., course topics include the Rapid Results Implementation approach, project management, project design, or monitoring & evaluation)
2)	Task 2: Logistical and Financial Support to Support Capacity Development e) Agricultural-Research/Short Courses	<ul style="list-style-type: none"> Short courses in various prioritized technical and management areas
	Task 2: Logistical and Financial Support to Support Capacity Development f) Other Regional Training Courses/Workshops	<ul style="list-style-type: none"> On-site workshops in various prioritized technical and management areas A revolving Internship program that assists regional organizations in various management areas (i.e. m&e, project mgmt., knowledge mgmt., communications, human resources mgmt., etc.) NARS Visitors Program

Diagram 1.0 Illustrative Concept of the Bridge Capacity Development Program



Goals and Objectives

The Bridge Capacity Development Program is an organized set of activities representing the management and technical needs of CORAF. The main goal of the program is to implement capacity development measures that will have a sustainable impact on the operational efficiency of CORAF.

Several objectives will help to contribute to this goal, namely to:

- Address recommendations outlined within the institutional assessment and evaluation carried out in May 2011
- Propose systematic changes within CORAF administration
- Secure buy-in from CORAF leadership so that organizational improvements are well supported

Available Budget

The global budget for this program is (\$1,885,566) which represents monies pooled from tasks 1, 2, and 3 of AFRICA LEAD. A Regional Management Fee of \$90,000 will be used to coordinate the implementation of the program.

Table 4.0 – Global Budget for CILSS/CORAF/and ECOWAS

N o.	Global Budget for CILSS/CORAF/and ECOWAS	Total Allotment
1	Africa LEAD - Task 1: Champions for Change Leadership Training Modules 1* & 2 * Module 1 in this budget represents the remaining balance of unused funds, however only Module 2 would be carried out in the Capacity Development Program	\$309,472
2	Africa LEAD - Task 2: Logistical and Financial Support to Support Capacity Development	\$1,186,094
3	Africa LEAD - Task 3: Institutional Assessments	\$75,000
4	Regional Management of the Bridge Capacity Development Program	\$90,000
	subtotal	\$1,660,566
	<i>Individual Cost Share</i>	
5	CILSS Cost Share	\$125,000
6	CORAF Cost Share	\$100,000

7	ECOWAS Cost Share	\$0
	GRAND TOTAL	\$1,885,566

The global budget was divided across three institutions (CILSS/CORAF/ECOWAS) at 40%, 40%, and 20% respectively. The 40% CORAF allotment from the Mission is (\$646,226). Adding the organization specific cost-share of \$100,000 to the 40% CORAF budget leads to a total CORAF budget of \$764,226.

No.	Name of Organization	% of Allotment	Total stratified amount + cost-share
1	CILSS	40%	\$789,226
2	CORAF	40%	\$764,226
3	ECOWAS	20%	\$332,113
	TOTAL		\$1,885,566

The budget breakdown for CORAF is as follows:

Table 5.0 –Budget Breakdown for CORAF

CORAF Budget				
No.		USAID/WA Contribution	CORAF Contribution	Total
Task 1	Champions for Change Leadership Training	\$22,309	\$0	\$22,309
Task 2e	Agricultural-Research/Short Courses	\$322,000	\$8,000	\$330,000
Task 2f	Other Regional Training Courses/Workshops <ul style="list-style-type: none"> On-site workshops A revolving internship program 	\$221,000	\$92,000	\$313,000
	Regional Management Cost-share of the Bridge Program	\$45,000	\$0	\$45,000
	Program Buffer (e.g., VAT, price fluctuations, etc..)	\$53,917		
	Totals	\$664,226	\$100,000	\$764,226

Timeline

Table 3.0 below shows a simplified timeline of activities at a high level across 2012 and 2013. Task 1 would launch in April 2012. Task 2e would begin as early as March 2012. While Task 2f involves two major activities, on-site workshops and a revolving Internship program, occurring from March 2012 to June 2013.

Table 3.0 – Simplified Timeline of Activities

		2012												2013											
	Program Elements	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Task 1	Champions for Change Leadership Training																								
Task 2e	Agricultural-Research/Short Courses																								
Task 2f	Other Regional Training Courses/Workshops																								
	• On-site workshops																								
	• Revolving Internship program																								

* Note= Other Regional Training Courses/Workshop activities occurring after the end of the project will be managed and supported by regional institutions and not USAID

Program Details

Task 1: Champions for Change Leadership Training	→	Module 2 identified for select regional partners
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Africa LEAD is providing a series of 5-day leadership, strategic focus, and management workshops to senior level African professionals working in the agricultural industry across West Africa. AFRICA LEAD designs and delivers this curriculum to participants selected by USAID missions in conjunction with Country/Region CAADP teams and other agriculture/food security stakeholders. \$22,309 has been earmarked for the delivery of Module 2 to selected staff from CORAF.

Task 2: Logistical and Financial Support to Support Capacity Development	→	Short courses in various prioritized technical and management areas
2e: Agricultural-Research/Short Courses		

Synthesizing the desired training needs expressed from CORAF in September 2011 along with the anonymous web-based survey responses and key informant interviews held in March 2011, we collated and prioritized short courses in Table 7.0 below. Results Based Management was of highest interest to CORAF staff, followed by Advanced Leadership, Database Management and Resource Mobilization. These needs were also cross-referenced with the priorities and recommendations of the organizational assessment (Knowledge Management, Human Resource Management, Resource Mobilization, and Monitoring and Evaluation)

Taking these needs into consideration, we have prioritized and recommended short courses that meet current professional development needs. It is anticipated that short courses could be onsite and offsite held within country and regionally across West Africa.

Table 7.0–Synthesis of Desired Training Topics versus ‘Recommended and Actual Short Courses’

No.	Desired Topics	Desired Sub-Topics	‘Recommended and Actual Short Courses’
1	Management	Results Based Management	SELECTED
		Advanced Leadership	SELECTED
		Financial Management	SELECTED
		Human Resources Management	SELECTED
		Board Orientation	SELECTED
		Strategic Planning	
		Institutional Change	
		Project Management	
2	Monitoring & Evaluation	Developing M&E Systems	SELECTED
		Evaluating Projects, Programs, and	SELECTED

		Policies	
		Environmental Impact Assessments	
		Training in Dynamic Research Evaluation for Agricultural Management (DREAM Model)	
3	Resource Mobilization and Scientific Writing	Resource Mobilization	SELECTED
		Identification of Opportunities	
		Scientific Writing and Editing	SELECTED
		Proposal and Grant Writing	
		Budgeting and Proposals	
4	Information Management	Knowledge Management	SELECTED
		Database Management	SELECTED
		Desktop Publishing	
		Web-based Information Management	
		CORAF Website and Database Functionality	SELECTED
5	Diploma, Certification and Degree Programs	Diploma Training Program	
		PhD programs	
		Certification Programs	
6	Software & Statistical Analysis	Data Analysis	
		Statistical Analysis Software (SPSS, STATA, SAS, EPP)	
		Geographic Information Systems	SELECTED
		Nutrition Analysis Software (NutriSurvey, SPECTRUM, RAPID, ETP)	
		Modeling Climate Change, Agriculture, and the Environment	
		Agro economic Analysis Software	
7	Policy	Training seminars in analysis and formulation of agricultural policies	
8	Communication	Communication Techniques for the General Public	

After conducting comparative analyses of short training courses offered by Africa LEAD versus independent courses in the region, we recommend a mixture of Africa LEAD short courses and independent short courses. Taking cost, location, number of participants, dates, and course content into consideration, the available budget is \$327,000.

The grey shaded boxes in Table 8.0 below illustrate recommended and actual short course offerings:

Table 8.0– ‘Recommended and Actual Short Courses’

No.	Topic	Africa LEAD Training				Independent Courses
		No. of People	On-Site Local	Off-Site Local	Off-Site Regional	
1	Management					Fixed Course
1a	Financial Management (OFM/USAID) Special Course	4			\$8,000	
1b	Results Based Management	15	\$30,750			
1c	Advanced Leadership	15	\$30,750			
1d	Human Resources Management	5	\$27,850			
1e	Board Governance	15	\$15,375			
2	Monitoring & Evaluation					Fixed Course
2a	Developing M&E Systems	15				\$27,503
2b	Evaluating Projects, Programs, and Policies	20	\$32,300			
3	Resource Mobilization and Scientific Writing					Fixed Course
3a	Scientific Writing and Editing	20	\$32,200			
3b	Proposal and Grant Writing	20	\$32,200			
4	Information Management					Fixed Course
4a	Knowledge Management	5	\$27,850			
4b	CORAF Website and Database Functionality	15	\$30,750			
4c	Database Management	15	\$30,750			
5	Statistical Analysis Software					Fixed Course
5a	Geographic Information Systems	5	\$27,850			
					Grand Total	\$326,625

Key to Table 8.0:

On-Site Local: A customized course offered onsite at CORAF whereby 2 Africa LEAD Short Course trainers would travel to meet staff on-site

Off-Site Local: A customized course offered offsite of the CORAF premises but in-country at a nearby hotel. 2 Africa LEAD Trainers would travel to facilitate the course at the pre-arranged hotel location.

Off-Site Local: A customized course offered offsite and out of country, however, in a country in West Africa. 2 Africa LEAD trainers would facilitate the course at the pre-arranged hotel location.

Fixed Course: A fixed course offered by a private institution in Africa, where enrollment is open to the public and course fees are fixed and per person.

Task 2: Logistical and Financial Support to Support Capacity Development	→	○ On-site workshops in various technical & management areas
2f) Other Regional Training Courses/Workshops		○ A revolving Internship program
		○ NARS visitors program

Task 2f consists of three major activities:

- 1) On-site workshops in various prioritized technical and management areas
- 2) A revolving Internship program that assists regional organizations in various management areas (i.e. M&E, Project Mgmt., Knowledge Mgmt., Communications, Cost-Benefit Analysis and Financial Analysis, Management of Agricultural Research, Public Administration, Human Resources Mgmt., etc.)
- 3) NARS visitors program- hosts select NARS representatives to work at the CORAF ES and learn about specific policies and procedures

On-site Workshops

Much of the feedback in the 2011 CORAF institutional assessment focused on weaknesses in management systems, specifically human resource gaps. In order to address these challenges, we recommend that trainers work with staff onsite to apply lessons learned from short courses and improve systems. Trainers will conduct workshops in the areas of (Knowledge Management, Website Management, Human Resources Management, Resource Mobilization, M&E, Communications and Agricultural Policies).

Trainers will ultimately help CORAF staff to implement and maintain sustainable systems in the workplace. We recommend that CORAF make full use of trainers to carry out assignments and re-organize their administrative systems. Trainers would be expected to travel to site up to 2 times a year. The available budget for on-site workshops is \$135,000

Table 9.0 – On-site Workshops

	On-site Workshops	Training Days	
		Executive Secretariat	
No.	On-site Workshops		Total Days
1	Knowledge Management Trainer	30	30
2	Website Trainer	20	20
3	Human Resources Trainer	20	20

4	Resource Mobilization Trainer	20	20
5	Monitoring & Evaluation Trainer	20	20
6	Software Specialist 1	20	20
7	Technical Trainer: Various Policies	30	30
8	Database Management Trainer	10	10
	TOTAL DAYS		170
	TOTAL COST (Estimating \$700/day, which includes Trainer fees, accommodation, and per diem)		119,000
	Airfare General Estimate Top-Up Fee (8 Trainers at \$900 per ticket * 2 visits in the year)	14,400	\$133,400

A Revolving Internship Program

This innovative 12-month internship program supports four international and local interns working on site at CORAF on specific tasks and activities supporting the institutional assessment recommendations. Responding to a need for increased support, interns will be recent university graduates with some specialized skills who are seeking practical experience in the international development sector. CORAF staff will take advantage of interns' recent university training and encourage interns to resolve old problems with new and innovative solutions. Conversely, recent graduates would benefit from interacting with CORAF staff in terms of mentorship, apprenticeship, and on-the-job experience. CORAF would host 4 interns, 2 of whom would be graduates from local, national universities and 2 of whom would be graduates from international universities. The available budget for the revolving internship is \$81,000 per year.

Table 10.0- Revolving Internship Summary Budget

Revolving Internship Program							
No.	Budget Item	No. of Units	Unit	Unit Cost	No. of Units	Cost	Covered By
	Revolving Internship Program						
A	Internship Orientation Costs						
1	Intensive Language Instruction					\$1,000	AF-LEAD
2	Cultural and Organizational Orientation & Tours					\$800	AF-LEAD
3	Group Meals for one week		4	\$150		\$600	AF-LEAD
4	Orientation materials		4	\$100		\$400	AF-LEAD

5	Loaner laptops + phones		4	\$600		\$2,400	CORAF
6	Temporary Lodging for Orientation			\$1,400		\$1,400	AF-LEAD
	Sub-Total					\$6,600	
B	Internship Maintenance Costs						
1	Housing (cost share w/NARS Visitors)			\$1,500	12	\$18,000	CORAF
2	Utilities (cost share w/NARS Visitors)			\$400	12	\$4,800	CORAF
3	Incidentals Stipend @ \$100 per week	4	interns	\$400	12	\$19,200	CORAF
4	Health Subsidy	4	interns	\$100	3	\$1,200	CORAF
5	Program Advisor	1	advisor	\$800	12	\$9,600	CORAF
6	Telecommunications	4	interns	\$100	12	\$4,800	CORAF
	Sub-Total					\$57,600	
C	Travel Costs Specific to Interns						
1	Multiple-Entry Visa and Associated Fees	2	interns	\$150	1	\$300	AF-LEAD
2	Flight Subsidy to Ghana (50% of round-trip ticket)	2	interns	\$1,000	1	\$2,000	AF-LEAD
3	Flight Senegal - Accra - Senegal	5	Tickets	\$950		\$4,750	AF-LEAD
	Sub-Total					\$7,050	
D	Program Coordination						
1	Logistical Arrangements and Management Fees for 12 months	4	interns	\$200	12	\$9,600	CORAF
	Sub-Total					\$9,600	
	Total Budget					\$80,850	

NARS Visitors Program

On a monthly basis, CORAF will host three visiting NARS representatives for a one-month term approximately six times across the year. NARS Visitors will be from any of the following countries (Benin, Cote d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, Togo, Liberia, or Guinea Bissau), making a total of approximately 18 visitors. This NARS Visitors program supports representatives to spend one month at the CORAF Executive Secretariat to learn and have a first-hand experience of ES policies and procedures. As a cost savings, NARS Visitors will reside in the Revolving Internship house and make use of existing structures set up from that program. The available budget for the revolving Internship is \$97,000 per year.

Table 11.0 NARS Visitors Program

NARS Visitors Program								
No.	Budget Item	No. of Units	Unit	Unit Cost	No. of Units	Unit	Cost	Covered By
A	NARS VISITORS PROGRAM							
	Orientation Costs							
1	Orientation materials	18		\$200			\$3,600	AF-LEAD
2	Orientation program	18		\$150			\$2,700	AF-LEAD
	Sub-Total						\$6,300	
	Visitor Maintenance Costs							
1	Housing (cost share with the Internship Program)			\$1,500	12	months	\$18,000	CORAF
2	Utilities (cost share with the Internship Program)			\$300	6	months	\$1,800	CORAF
3	Incidentals Stipend @ \$150 per week	18	visitors	\$1,800	6	months	\$32,400	CORAF
4	Health Subsidy	18	visitors	\$100	1	clinic visit	\$1,800	CORAF
5	Telecommunication	18	visitors	\$150	11	months	\$2,700	CORAF
	Sub-Total						\$56,700	
	Travel Costs Specific to Visitors							
1	Flight Coverage	18	visitors	\$900	1	flight	\$16,200	AF-LEAD
	Sub-Total						\$16,200	
	Program Coordination							
1	Program Coordinator Monthly Consultancy Fee			\$800	10	months	\$8,000	CORAF
2	Logistical Arrangements and Management Fees	18	visitors	\$500			\$9,000	CORAF
	Sub-Total						\$17,000	
Total Budget							\$96,200	